INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE COMMITMENT IN ORGANIZATIONS IN KENYA: A CASE OF NENE SOLUTIONS LIMITED

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2017
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BY

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A Research Project Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2017
STUDENT’S DECLARATION

I, the undersigned declare that this is my original work and has not been submitted to any other college, Institution or University other than United States International University-Africa for academic credit.

Signed: ____________________________ Date: ____________________________
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This project has been presented for examination with my approval as the appointed supervisor.

Signed: ____________________________ Date: ____________________________
Dr. Peter N. Kiriri

Signed: ____________________________ Date: ____________________________
Dean, Chandaria School of Business
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DEDICATION

To my parents, I love you.
ACKNOWLEDGEMENT

I first would like to thank the Lord for taking me through this program.
My special gratitude to Dr P. N. Kiriri for the support and guidance throughout my Program.
I would also like to appreciate my family Papits and Mamits, Njeri, Reimas, Jidy and Charliewade, for their support and love, and to Juliana a great friend.
I also acknowledge the friends and all the individuals whose efforts cannot go unrecognised in the process of writing this paper.
**ABSTRACT**

The purpose of the study was to assess the influence of human resource practices on employee commitment at Nene Solutions Limited. The study was guided by three research questions which assessed: the extent to which recruitment and selection influence employee commitment at Nene Solutions Limited, the extent to which compensation influence employee commitment at Nene Solutions Limited, and the extent to which training and development influence employee commitment at Nene solutions Limited.

The research designed adopted for the study was descriptive research design. Descriptive design main aim is to identify and explain the associations that may occur between variables. The study targeted employees at Nene solutions Limited who are 34 in number. To attain the most convenient sample size, the study used a census approach first because the sample size was small, and also to ensure reliability and accuracy as there was no generalisation to be done. The researcher targeted 100% of the population hence 34 responses. The study further used inferential as well as descriptive statistics for analysis of the collected data. Presentation of the findings was done by use of tables, pie-charts, and graphs.

It was found from the first objective that majority of the respondents believed that the selection process of employees in an organisation influence commitment. To begin with, selection of employees based on merit occurred to be a key factor in enhancing commitment in the organisation. The second factor that mainly influenced commitment was selection of the right candidate for the right job with more than half of the employees’ agreeing with this factor. Again, the respondents believed that recruitment was influenced by them being recruited internally. The other factors of recruitment such as internet recruitment and third party recruitment as well as the time the company took to recruit new staff did not prove to be factors that would influence commitment.

An analysis done on the second objective established that the employees were more inclined to non-monetary form of compensation to influence their commitment as opposed to monetary form such as salary and bonuses. Majority of the respondents believed that promotion influenced their commitment much more than bonuses and incentives did. The employees further confirmed that when management recognised and praised their success
on a job performed well, they became more committed to the organisation. The study did not find any relationship between benefits and salaries the employees earned and employee commitment. The study found that employees were not willing to leave the organisation on the basis of a better salary offer in another organisation.

On the third objective, the study found a positive relationship between training and development and employee commitment. Respondents were in agreement that the training they had received as well as the skills and knowledge they gained during training sessions had enhanced their commitment to the organisation. The management support on developing employees was also an influencer to employee commitment. Majority of the respondents felt that their relationships with colleagues were built during training and opportunities to try out what they had learnt during the training sessions influenced their commitment to the organisation.

The study concludes that the most influencing factors in employee commitment are training and development as well as selection. Compensation by a large extent was found to be influencer in non-monetary form, such as promotion, recognition, praise as well as incentives such as paid for holidays. Initiatives on factors such as having effective training sessions where training needs are identified and addressed and management involvement in training sessions would influence commitment in the organisation.

The study recommends that as far as human resource practices is concerned, training and development should be at the forefront to enhance commitment in an organisation. The study also recommends internal selection for purposes of commitment. With regards to compensation, it is recommended that the organisation focuses on promotion and recognition as well as career growth of the employees to ensure commitment within the organisation. Further research is also recommended to establish commitment of employees for locations that were not included in the study as well as different cultures with different work ethics and values. There is also need to conduct such a study with firms that are not in the same industry, including other practices in human resource management that are not limited to recruitment and selection, compensation and training and development.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

According to Lin and Lamond (2014), human resource in definition describes a team of people who make up a business workforce or an organization. Human resource practices have become particularly important in the current world as the managers and organizations are in a quest to improve or enhance firm identification, efficacy as well as reduce resource attrition, during the current economic crisis globally (Chang et al., 2013). Chang (2016) agrees with the father of scientific management, Fredrick Taylor, that HRM practices in recruitment and selection, reward system, training and development, appraisal all are valid and influential in any organization. Significance of employees should always be highlighted in any organization’s strategy, goals and objectives. Where organizations will feel that their employees are their most valued assets and indispensable in the organization.

Practitioners and scholars have over the years recognized the influence of effective human resource for the performance of an organization, An organization may use commitment oriented human resource practice and performance based practice to achieve organizational effectiveness (Kehoe & Wright, 2013). Human capital in the current world are expected to display initiative, motivation and effort. For an organization to be successful, it not only needs to make the most out of their employees but also to stimulate commitment among employees in the organization. Human resource as a function in an organization is equipped to maximize on employees commitment and productivity, this being the goal or the objectives of an organization (Nijhof, Jong, & Beukhof, 1998).

An organization without good human resource management is a depreciating organization, Human resource has become of great importance and value to any organization. Every organization is wrestling persistently, if not with technological trends, globalization, demographic changes as well as competition (Aladwan, Bhanugopan, & D’Netto, 2015). Management of human resource in a firm is integral as when an organization understands the importance of the people working therein, it to a certain degree achieves its goals.it is important for an organization to recognize that the human resource and achievement is
synonymous. An organization that is well managed sees the employee or human resource as the root cause of productivity and quality to its investment. An organization is termed effective depending on the degree to which it achieves its laid goals. An integral part of an organization is to ensure there is a degree of commitment, one spiritedness and cooperation among existing employees (Dost & Tariq, 2012). Human resource management is widely appreciated as the main source of a firm’s competitive, it influences the performance of an organization through its influence on the behavior and attitude of its employees, for example employee commitment (Shen & Zhu, 2011).

In Africa, like other countries, human resource management in organizations is key for proficient and profitable operations. Investment in today’s economy, human resource is a key asset, however, investment in HRM may have little value but not market value, market value in a firm is only attained by incorporating the competencies of employees in the firm. Investments in HRM practices are hardly measured in the organization. All types of investments that an organization makes are closely monitored and analyzed by key decision makers, but as for HRM investments, they are rarely found in the books of accounts (Masum, Azad, & Beh, 2016).

In the last five years, there has been different dimensions of employee commitment. A firm cannot perform to its full potential without a committed workforce. Employee in organizations are highly expected to portray initiative and commitment. The productivity of an organization not only depends on HRM competencies, but also how it encourages commitment of members to that firm. To be able to compete in a global market, employee commitment paired with competence seem of utmost importance for a firm to compete and adapt to changes that may occur overtime (Aladwan et al., 2015). A lot of research has been done to identify ways of increasing and maintaining employee commitment. Organizations that are highly successful are committed to look after the needs and wants of their employees (Osa & Amos, 2014). Much as this is done, the perception of managers on the subject has not changed much.

The current environment is characterized by skills shortage and as such it is important for human resource management within the organization to foster commitment to get the most
out of the existing employees which is the goal of every organization. In so doing, the organization becomes aware of the impact that individual employee has on performance and productivity which could be positive or negative (Osa & Amos, 2014). The model of employee commitment was introduced by Meyer and Allen in 1987. They introduced three types of employee commitment, continuance commitment affective commitment and normative commitment (Hakimian, Farid, Ismail, & Nair, 2016). Much as employee development, teamwork and performance appraisals are emphasized in almost every organization, securing commitment of the employees to their firm is hard work and commitment from the human resource department. Employees who feel that the firm is committed to them are more likely to perform and have a positive perception of the HRM practices within the organization and thus commit to the organization (Alatrista & Arrowsmith, 2004).

Employee commitment though rare, is undoubtedly what every employer looks for the success of a business venture. Human resource management represents a critical base for the development of employees and their commitment to the organization. Commitment is majorly a belief it emanates from a point of employees being treated well, it reflects how one is and the degree to which one is attached to an organization. When an organization fulfills its employees desire which include, security of their jobs, favorable pay and career development among others, employees tend to reciprocate and become more committed to the organization.

In the current world, it is not enough for an employee to come to work and do their jobs faithfully and independently, they have to commit and work in teams. All employees want to share in an organizations success which not only provides a good income, but also a development opportunity and secure employment (Igella, 2014). An employee is more satisfied and work better in an organization that promote their welfare. Meyer and Allen (1984) agree that an employee investment where they work may enhance their commitment to the organization where they work. They also argue that an employee emotionally attached to an organization may the increase the level of commitment by an employee. An employee’s consistency can be enhanced through affective, continuous and normative commitment.
Affective commitment is defined as the strength of an employee’s identity and involvement in a particular organization (Newman & Sheikh, 2012). According to social exchange theory, an employee portrays higher affective commitment when their expectations are met. Employees with a great level of affective commitment prefer to stay in an organization out of the positive attitude that emanates from the relationship in the employment. Social exchange theory stems from what scholars call “psychological contract” between an organization and its employee. One of the factors that increase affective commitment is provision of rewards by an employer (Newman & Sheikh, 2012). Normative commitment on the other hand directs that an employee feels obligated to stay in an organization. It is based on a feeling of trust rather than pay education or age. In this kind of commitment, an employee feels it is important to be loyal and morally right to stay in the organization (Kurtessis et al., 2015). Continuance commitment depicts that an employee has need to stay in the organization because of hard economic times like high cost of living in rent, taxes and cost of food, that would be associated if the employee was to leave the organization. The employees who have this kind of commitment remain in the organization because they need to not because they would want to (Hakimian et al., 2016).

Employee commitment in an organization results in increased job performance, increased level of job satisfaction, increased sales decreased intention to leave, low employee turnover and decreased absent seem. As employees are nowadays expected to manage their employees and career, an individual’s consideration to the advancement of their career is essential. Attachment to these goals result in an employee commitment as they are focused in attainment of their career and individual goals (Brown, McHardy, McNabb, & Taylor, 2011). Commitment can be tied to all human resource practices within the organization, in recruitment, training and development, performance evaluation rewards and welfare. This is the study focuses on factors influencing human resource practices on employee commitment in Nene solutions Limited.

Nene solutions Limited is a profit making organization founded in 2012 by former employees of consumer options, a leading research firm. The company head office is in Nairobi Kenya with different branches country wide. The company consists of workers from all over Africa as it provides tally software and training in Kenya and beyond. The Team is formed by analysts and researchers from different countries who all share a great
passion for Africa. The Nairobi office comprises of 5 senior research analysts who are responsible for all data analysis, two directors, whose role is to write and send proposals, 12 analysts and their main role is to manage project and field agents and a team of quality control, finance and information and technology team (Nene Solutions Database, 2014).

The organization is supported by field agent in every country that collects primary data, and information which is both quantitative and qualitative. The organization provides high quality market intelligence across key industries for example consumer goods, retail agriculture, financial services industrial goods and telecoms. The organization provides a detailed description of the Kenyan industry which includes current and prospective development. The reports supply analysis of market size market trends competitive landscape company brand shares, which provide important information to analyze competition and marketing as well as anticipate upcoming business challenges.

1.2 Statement of the Problem

It is of utmost importance that management in an organization sustains the most efficient employees and keep them committed to the organization, so as to have increased productivity and attract qualified employees from elsewhere. Therefore, the concept of employee commitment should be the key focus of management in the area of human capital (Zaitouni, Sawalha, & Sharif, 2011). Over the last one year, Nene Solutions Limited has experienced massive employee turnover. Ten employees resigned within a span of three months while three employees requested to be on part time basis. The human resource manager resigned three months after she was hired (Nene Solutions, 2016). The Employees level of commitment low as there was absenteeism based on sick leave as well as lateness. The employees complained of lack of structured human resource management as well as lack of training and development from management. (Nene Solutions, 2016).

Employee commitment concept has been proven to be a consequence of HRM practices. Disorganized change and turbulence is one of the main cases among organizations in Kenya. Workers are fewer probable to leave into another test and much likely into not perform high levels. Workers turnovers symbolize one of the critical problems into the company in term
for loss the talented employees, furthermore training cost and selection. The cost a turnover put in hundreds of dollars in to an organization expenses. Well including productivity loss, hiring and cost of training (Saeed, Hameed, Tufail, Zameer, & Shabir, 2013).

It is important to have an organization that has good and implemented human resource practices that are well documented. This enables the employees in that organization to have a sense of belonging and systems that they can trust. This keeps the employees from insecurity and fear of jobless and hence enable them to commit to the organization (Fulmer & Ployhart, 2014). Organizations are increasingly interested to develop a workforce that is committed, which increases their profits/productivity and reduce employee turnover and absenteeism. There is transition that has been made by human resource from an insignificant state to an important aspect both business wise and academically (Gathungu, Iravo, & Namusonge, 2015).

There has been considerable amount of research devoted to studying the influence human resource practices has on employees mainly in their commitment and also performance, however there is not much to guide us on how these practices influence the commitment of an employee in the organization in a fast paced competitive environment (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Michel (2011) suggest that competent development through training, attractive rewards, information sharing, careful recruitment and selection all affect employee commitment within an organization. Research is needed to identify the underlying factors that affect employee commitment.

According to Truss et al, (2013) employee commitment may eventually give a key to conceptualize how effective HRM practices can lead to higher organizational commitment. Human resource management is dynamic in nature, Scholars have given different views on what influences employee commitment. According to (Zaitouni, Sawalha, & Sharif, 2011) there is a relationship between human resource practice and organizational commitment. They assert that more research is needed to recognize the multiple domains associated with employee commitment.
The objective of this study is to identify the influence of HRM practices on employee commitment, based on the deficiency of research conducted before, as well as rising non-commitment by employees in an organization justifies the reason for more study (Albrecht et al., 2015). It has been proven that positive attitude from workers as well as discrete behavior affect the performance of an organization, if an organization has employees who are not committed to their work, who are occasionally pushed and are absent or late most times, then the organization may need to address its human resource management because utmost performance would be hindered (Lew, 2011). Lack of employee commitment contributes largely to organizations not achieving their goals.

Maheshwari & Vohra (2015) explains that since the center of an organization is its people, then human resource management plays an integral part in the commitment and performance of these employees. Therefore, identifying the human resource practices that affect the commitment of employees becomes relevant for investigation.

1.3 Purpose of the Study

The purpose of this study was study to examine the human resource practices that influence employee commitment at Nene Solutions Limited.

1.4 Research Questions

1.4.1. To what extent does recruitment and selection influence employee commitment?
1.4.2. To what extent does compensation influence employee commitment?
1.4.3. To what extent does training and development affect employee commitment?

1.5 Significance of the Study

1.5.1 Nene Solutions Management

The outcome of this study will specifically benefit the management of Nene Solutions limited because of employee absenteeism and turnover they have been experiencing over the last one year. In as much as previous studies base employee commitment on self-report,
managers also contribute towards commitment of employees in an organization. Employee turnover may be as a result of lack of commitment based on human resource practices in a particular organization (Dost & Tariq, 2012).

1.5.2 Researchers and Academicians

The study will enlighten human resource management students on the strategies needed for adoption in order to maintain a competitive advantage. It would also be of benefit to academicians who would want to venture into the area of human resource management, and build onto the existing knowledge as well as offer insights on the topic.

1.5.3 Potential Upcoming Research Companies

This study will benefit companies that have ventured in the research and training business. The existing companies could also benefit by learning to position themselves strategically thought he findings of the study. It would also benefit the upcoming business and the individuals who would want to have the most out of their employees in the research industry.

1.6 Scope of the Study

The study covered employees of Nene Solutions Limited-Nairobi. This made the study more feasible as it eased access to participants and was more convenient as the researcher is an employee in the organization. The diversity among employees in the organization from different countries provided a rich foundation for our sample population. The study was restricted to human resource practices in terms of three facets only (compensation, training and development, and recruitment and selection) and its impact on employee commitment.

The research covered 34 employees of the organization from selected departments which were; quality control, administration, finance, and project management department. Data collection was done in one week, the challenges that were encountered included; low response rate, employees’ reluctances to fill in questionnaires, and call backs. These
challenges were mitigated by use of a software called ‘Survey to Go’ which allowed the respondents to access the questionnaire from where they were, fill it and upload it to the database at their convenience. Reluctance to fill in the questionnaire was overcome by assuring the respondents of confidentiality and the importance of their feedback which would help management be informed in making future decisions.

1.7 Definition of Terms

1.7.1 Recruitment

Recruitment is a process of generating qualified individuals to work in a certain organization. The organization announces through media of vacant positions. This attracts interested individuals to apply. The organization can look for potential employees within and outside the firm. It involves searching for individual prospects and stimulating them to apply for the positions posted (Coyle-Shapiro et al., 2013).

1.7.2 Selection

Selecting is choosing the best candidate for a vacant position. With a pool of candidates, the next stage is to choose the best applicant suited for the job. Usually, this is done by utilizing screening tools such as reference checks, interviews, and assessment tests. The purpose of selection is to meet organization’s requirement with the applicants capability. Appropriate selection reduces cost of training and replacement thus improve productivity (Amin, Ismail, Rasid, & Selemani, 2014).

1.7.3 Compensation

Compensation is any benefit an employee gets from an organization or employer. It could have tangible or intangible value. Compensation includes; wage, social security, health insurance, paid leave, retirement recognition, career development, and job security (Brown et al., 2011).
1.7.4 Training and development

Training and development in human resource is defined as a process or a systematic development of skills knowledge and attitudes by an employer to enable an employee perform adequately and efficiently to a given job (Lamba & Choudhary, 2013).

1.7.5 Employee Commitment

According to Lamba and Choudhary (2013), commitment is the psychological attachment an employee has towards an organization. It is an active relationship or bond an employee has towards the organization which helps in the attainment of the organization’s goals.

1.8 Chapter Summary

This Chapter introduced the problem and the purpose of the study. The following areas of discussion were included as subsections in the chapter. Background of the study, statement of the problem, purpose of the study, research questions, importance of the study, scope of the study, and definition of terms. Chapter two presents a review of the literature that is relevant to the research questions. Chapter three presents the methodology of the study, chapter four presents the results and findings while chapter five presents discussions conclusions, and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature in view of the research questions analyzed. It also brings forth literature of other researchers under HRM and factors that influence commitment of employees in the organization. Every organization is made up of: material, machine, money, and men (4Ms). Effective coordination of these resources is important, the role of coordinating men being the most complex. The human resource practices in this case are recruitment and selection as they go hand in hand with training and development as well as compensation. The summary is provided at the end of the chapter.

2.2 Recruitment and Employee Commitment

According to Saeed, Hameed, Tufail, Zameer, and Shabir (2013) recruitment is the process by which a firm locates and attracts qualified individuals to fill job positions. It is an activity practiced by management with a primary focus of attracting and identifying potential workers. Bohndler and Snell (2007) define selection as the process an organization undertakes to reduce the number of applicants and choose from among applicants who have the relevant qualifications. Recruitment in every organization is closely linked to the strategic plans of the organization and hence the human resource management recruitment and selection plans should be in line with organization’ future and needs (Kravets, Shcherbakov, Kultsova, & Shabalina, 2015).

2.2.1 Effectiveness of Recruitment and Selection in an Organization

Recruitment and selection is an essential factor in getting the required workforce within the organization. One of the key factors in the recruitment process is letting people know there is a vacancy. The management needs to sell the company to the people in and outside the company that they would wish to attract. This can be done mainly though advertisements (Masum et al., 2016). It is important to understand the nature of performance that is required for the open position as fundamental to designing a recruitment and selection method which would achieve optimum outcome for an organization. Having the right worker in the right
department emerges as a key to growth and efficiency in the firm (Kang & Shen, 2013). Recruitment and selection methods vary when performance is being operationalized, hence the choice and implementation of the method has great influence on efficiency and effectiveness. For instance, previous job experiences could be means of assessing what an applicant is able to do (Amin et al., 2014).

Recruitment has assumed great importance in the current world as the workforce has become highly heterogeneous because of globalization as well as workers willingness to become expatriates and get employed outside their country. Women have also increasingly come into the labor force, and the government has come in to ensure people are treated equally by passing legislation and hence companies have to be very thorough in their advertisement for positions as well as their recruitment and selection strategies (Coyle-Shapiro et al., 2013).

By proper recruitment process, an organization is able to fulfill its goals and objectives, as well as commit to the organization (Kravets et al., 2015). The attraction of employees and selecting them are important components of an organization recruitment process. Recruitment as a major function in HRM helps managers attract the best candidates which in turn ensures commitment in the organization. Recruitment has attracted various debates on the best method or mode and the most efficient way to attract the best applicants. Various methods of recruitment are used by HRM to attract the most qualified candidates. They include; internet recruitment, print, (newspapers, magazines), advertisements, and referrals (Amin et al., 2014).

2.2.1.1 Internal, External and Third Party Sourcing

Internal sourcing involves advertising a vacant position to existing employees within the organization. An organization can enhance commitment through its recruitment strategy of inviting applicants from within. This allows the employees to feel appreciated and their efforts recognized. Human resource takes inventory as a source of reference. The organization can offer employee promotions as a source of internal sourcing (Omolo, Oginda, & Oso, 2012). This is one of the best form of reward which ensures employees look forward to stay and commit to the organization. The success of an organization is
predominantly determined by its ability to harness the commitment and spirit of people by promoting them and offering them better positions within the organization (Ling, Qing, & Shen, 2014).

This a recruitment method that involves searching for employees through external recruiting tools. This may include advertisement boards, newspapers magazines, and trade boards. The external sourcing has little influence on the candidates who would apply and commit to the organization as it brings in people who may or may not have a direct experience with the advertised position (Obeidat, Masa’deh, & Abdallah, 2014). Third Party recruitment and selection process uses an agency or headhunter organization to find qualified candidate to fill a position. Organizations may use a recruiting agency such as Delloitte to recruit for them. Candidates who go through this form of recruitment are more likely to stay in an organization and grow in it (Obeidat et al., 2014).

2.2.2 Employee Recruitment Process and Commitment.

Organizational recruitment is important as it not only organizes employee inflow but also lays the ground for employee commitment within the firm. In some organizations, the standard recruitment process takes a long time with various phases while for others it takes a shorter time and is influenced by some actors and features. Recruitment may involve two stages; formal and informal depending on the organization’s context and the position to be filled (Fumasoli, Goastellec, & Kehm, 2015). The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization at minimal cost (Ofori & Aryeetey, 2011).

It is noted by Posey, Wong, Perrin, Wong, and Perrin (2016) that recruitment and selection is the most expensive practice in HRM. Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization,
at minimal cost. A key recruitment issue is whether HR recruit internally or externally as there is no difference between international and domestic HRM. In many organizations, operative levels and middle management are recruited locally. The major advantage of recruiting locally is good communication, commitment and control of the organization (Kang & Shen, 2013). Suvankulov (2013) suggests that internet recruitment reduces the chances of well-qualified personnel applying for a position. Employees hired via internet tend to commit less and have a shorter job duration compared to those hired through print media, advertising, and referrals. The organization has a role to play in ensuring the recruitment and selection process attracts the right, qualified, and committed employees. Once the applications for a certain position are received, the company embarks on shortlisting, whose aim is to reduce the pool of candidates to ensure the candidates are qualified for the job (Coyle-Shapiro et al., 2013).

2.2.3 Employee Attraction and Selection Process

Employee selection is a predominant element to an organization’s prosperity since it forms an environment for successful inspiration for its employees, ensuring employees are capable of finishing their work assignments and having the motivation to stay in the organization (Chalikias, Kyriakopoulos, Skordoulis, & Koniordos, 2014). Employee recruitment and selection is based on human resource needs which forecast current and future needs of the employees that should be integrated with existing employees. The potential decision of a candidate to either keep his interest in an organization or lack interest ought to be founded on his anticipation and affection to the organization. Indeed, the recruitment and selection process having detailed information about the company is positively appreciated by the candidate as it informs the interest and commitment they will have in the organization (Chalikias et al., 2014).

According to Coyle-Shapiro et al., (2013), a selection method should be chosen in a way as to generate evidence that is reliable and relevant towards the choice of a certain candidate. Selection types include assessments, interviews, work samples, and tests. These techniques are able to measure the level of commitment an individual has towards a particular job. Selection in this case does not only seek to obtain and retain the right candidate, but also have an impact on the composition of workforce and ultimately
individual commitment to the needs of the organization. It has additionally been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is basic (Kang & Shen, 2013). In this way, recruitment and selection have become basic in organizations because individuals need to be attracted on a timely basis, in convenient numbers and with suitable qualifications.

Much as recruitment practices remain unsophisticated, there are many reasons why it should be important in every organization. It is essential that organizations take time and effort in their recruitment process so as to avoid employee turnover and lack of commitment among employees. Whichever ways an organization chooses to carry out its recruitment and selection process, it will be influencing the attracted candidates perception to the organization and even much more what they expect of the employer and consequently how they will behave once they are hired (Coyle-Shapiro et al., 2013).

2.3 Influence of Compensation on Employee Commitment

Organizational commitment is the connection or affiliation with an employee and the level or amount of involvement of an employee in the affairs of an organization (Nawab & Bhatti, 2011). Mostly, commitment relates to how much an employee is willing to work to ensure that the goals of an organization are achieved. Commitment, as explained by Nazir, Shafi, Qun, Nazir, and Tran (2016), can be continuance, affective, or normative in nature. One must accept the goal, aims, and values of the organization and show interest in helping to achieve such goals and promote those values. However, to ensure that an employee is committed to an organization, the institution will need strategies to keep their employees committed. According to Gomez-Mejia, Berrone, and Franco-Santos (2014), most firms have been observed to use training, promotion, as well as compensation. As it will be explained, payment can take different forms, but commonly, compensation with monetary value is used.

2.3.1 Compensation and Employee Retention

Employee retention can be achieved by effecting policies and practices that will ensure a company keeps its valuable employees for a maximum period of time and prevent unnecessary employee turnover. Retention of competent employees is deemed to be more
important than hiring owing to cost implications associated to high turnover of key staff (Chiboiwa, Samuel, & Chipunza, 2010). Without employee retention an organization will be left with an understaffed, ill qualified workforce that directly lowers its competitiveness in the global market. Various researches have highlighted factors like extend of the job stress, low commitment, self-development opportunities, quality of relationships in the work place and overall job satisfaction as key influencers of employees’ choice to stay in or leave a firm. A company’s management must therefore work around these factors to encourage employee retention (Hong, Hao, Kumar, Ramendran & Kadiresan, 2012).

Gomez-Mejia, Berrone, and Franco-Santos (2014) indicated that in traditional times, work compensation used predetermined systems to determine the wages to be paid to an individual. They explain that a person with higher monthly wages was more likely to stick to a company. Such individuals were observed to have the ability to sustain their living standards and internal needs which served as a motivation to their stay in the company. Compensation is said to be one of the key elements used by human resource departments to encourage company employees to stay and work at the firm for longer periods of time. As stated by Nawab and Bhatti (2011), when a persons’ monthly income corresponds to the amount of work done by the individual, the chances that that person will be satisfied with their job is high. As such, such a person is more likely stay and work for that particular organization longer.

The traditional approach to compensating employees used factors like experience, company texture, and the employees’ assessed job performance to determine their salary. Naturally, paying a person for their skills and experience plus the job that was done meant that they would get a better pay than the individual in the same position but with fewer skills. In turn, other employees began seeing the need to work hard so as to be compensated similarly. As a result, they ended up being more committed and helped in ensuring that organizational goals were achieved hence challenging traditional approaches to compensation to incorporate aspects like productivity of individual employees. Employees who worked harder and produced results that were in line with the company goals were also rewarded in bonuses and commissions just as well as employees with more skills. The main reason hence for excellent pay packages as argued by many is to attract better talent, ensure high levels of retention, and motivate employees to work harder. According to Gomez-Mejia, Berrone, and Franco-Santos (2014) organizational rewards can achieve internal equity.
which is key in ensuring commitment by making sure that they are paid according to the proportion of the work done.

2.3.2 Compensation and enhanced work relationships

According to Nguyen, Mai, and Nguyen (2014), working relationship with the management, career development, work condition, and compensation are key determinants of organizational commitment as observed among banking staff of Ho Chi Minh City. They highlight the fact that where there are high levels of work compensation there tends to be job satisfaction hence prolong commitments between the staff and the organization. High compensation has been argued to motivate many employees to work hard since they believe that their efforts will be rewarded at the end of completing their assigned task, demonstrating that their work is valued by management.

In comparison to many other forces influencing employee commitment, compensation is mainly seen as an incentive and not necessarily a major player in ensuring that there is organizational commitment. Nguyen, Mai, & Nguyen (2014) found that in as much as compensation was a contributor to engagement, it was not a predictor of organizational commitment. Instead, they find that teamwork, workplace conditions, and management relations were necessary for ensuring strengthened commitment.

Rizal, Idrus, Djumahir, and Mintarti (2014) observed that there was a link between compensation, motivation, and commitment. They explained that compensation was one way that employees of a given company may be motivated and encouraged to work hard so as to ensure that the organizational goals were achieved. Rewarding employees financially was a good way of reminding employees of the benefits for performing certain tasks and in the end attaining the required results. Paik et al. (2007) and Rizal, Idrus, Djumahir, and Mintarti (2014) significantly established a connection between the compensation of Korean expert worker and local Mexican workers in the view of affective benefit. They further explain that there is a close link between compensation and organizational performance as well as commitment. Both financial and non-financial compensation showed positive results in work performance and organizational goal achievement. The moral assurance that a company will leave to its part of the deal with the employees puts them on task to work hard since they do not want to be seen as derailing achievement of firm objectives.
2.3.3 Non-Financial Compensation and Employee Commitment.

Organizations may compensate employees who work hard and finish their tasks in various ways. For example, awards of the best performing employees can be in the form of trophies and other gifts such as a car or money. In most cases, such employees have been observed to dedicate most of their time at work in order to get better rewards. Being crowned the most performing employ in itself is a non-financial compensation yet very impactful in boosting employee motivation and commitment. The fact that such rewards reinvigorate employees to work hard is motivation. According to Riana and Wirasedana (2016) when a person is motivated, the chances of them leaving their employment to work for another firm are minimal. They want to stay and continue working for their employer since they believe that their efforts will be rightly rewarded.

Where an employee has also performed well and gets rewarded by promotion, such empowerment makes them remain loyal to the employer hence remaining committed to the organization. Nguyen, Mai, and Nguyen (2014) found that there was no direct linkage between compensation and commitment. The group in their study, however, hypothesized that compensation had the affective commitment through motivation. Employee motivation becomes a reality to an employee at the point where job satisfaction is experienced. Job satisfaction can be driven by factors like internal self-fulfilment, increased self-esteem, and contentment upon realizing freedom in ability to meet basic needs (Hong et al., 2012).

Hong et al. (2012) notes that while these aspects of compensation may seem vague, human resource management could tap into these employee needs through more tangible compensation forms like employee support through periodic organisational funded motivational talks, coaching opportunities, delegating decision making rights to employees within their specific functions, and giving adequate trainings to facilitate their ability to make decisions. They further emphasise that there is a significant relationship between employee empowerment and their intention to leave a company hence the aspect of employee empowerment ought to be enhanced in an organisation that seeks to retain its best employees.

Nguyen, Mai, and Nguyen (2014) also hypothesized that where there was an increase in compensation, both extrinsic and intrinsic organizational commitment was strengthened. In the case of a teacher in their study, it was noted that they seek extrinsic, intrinsic, and
ancillary rewards in their position. Extrinsic rewards include money, prestige, and power while intrinsic rewards include self-fulfilment and increased esteem (Nawab & Bhatti, 2011). Managers and superiors must therefore take care of employees’ personal feelings as concerning job satisfaction levels and working conditions as they are the key to ensuring employees’ job fulfilment.

2.3.4 Compensation Ensuring Organizational Commitment through Job Satisfaction

Nawab and Bhatti (2011) stated that job satisfaction was made up of affective and cognitive components. It is influenced by factors like the relationship with superiors, physical environment, and financial rewards. Wages and job security were major players in motivating employees, especially in the private sector. Salaries and opportunities to develop as individuals in the industry encouraged many employees to continue with their line of work in the industry. Financial resources and high compensation packages have been observed to result from job satisfaction and in turn encouraging employees continuing to work with a given firm.

Samad (2007) established that in situations where workers have job satisfaction, especially when well compensated, the rates of job retention are high as when compared to cases where there is grumbling. Therefore, compensation directly translates to satisfaction and commitment which is essential for organization competitiveness, performance, and growth. Samad (2007) and Nawab and Bhatti (2011) hypothesized that compensation had a direct effect on organizational commitment. They also hypothesized that compensation directly affected job satisfaction. From their point of view, employees took sought jobs were rewards were significant. They established that normative and continuous commitment was much related to financial commitment.

2.3.5 Implications of Compensation on commitment

Zaitouni, Sawalha, and Sharif (2011) observed that if managers of organizations wanted to ensure that there was employee commitment, they had to increase both non-financial and financial reward. However, it was appropriate for them to understand that the system was not applicable directly since financial compensation was mainly meant to motivate employees and bring about job satisfaction which in the long-run brought about commitment. Nawab and Bhatti (2011) observed that in the field of education, increasing rewards like allowances, bonuses, commissions among others would lead to employee
As in the Pakistan case, compensation plans can be adapted to suit each deserving employee with the aim of achieving the needed organizational results.

Riana and Wirasedana (2016) found that compensation can be used by organizations to show its commitment to improving the general well-being of its employees. It is a tool used to achieve organizational goals and bring about the attainment of fair and equitable conditions in the organization and among employees. According to Zaitouni, Sawalha, and Sharif (2011); Samad (2007); and Riana and Wirasedana (2016), most organizations would use high compensation strategies to encourage employees not to quit, attract skilled employees, supports high-performance as well as creating a stable organizational structure hence maintaining steady growth. This essentially means that retained employees will be more committed to continue working for the organization. Furthermore, the fact that new talent will be attracted to the organization will discourage other employees from leaving in the belief that their organization is the best.

Even through empirical data suggests that it is hard to create a direct linkage between compensation commitments of employees to an organization, there is credible evidence that in different cases, compensation will have normative effect on commitment while on the other, it will have affective effects that result in commitment (Gunlu, Aksarayli, & Perçin, 2010). It is essential that when dealing with other factors that ensure that there is the organizational commitment, an organization should not neglect compensation since it is a central element in ensuring that employees stay at work. Jiang, Lepak, Hu, and Baer (2012) intimate that organizations that have experienced most cases of industrial action were as a result of inadequate compensation schemes for their workers. They encourage an organization to ensure that their employees are well compensated to avoid instances of turnovers that lead to lower retention.

Jiang, Lepak, Hu, and Baer (2012) state that firms that have tendencies of providing lower compensations to their employees do not have solid performances and are not competitive hence do not guarantee employee job satisfaction. They stress on the need for management to understand that employees are critical stakeholders in a company. Compensations like monthly bonuses, allowances, commissions, and promotions serve to ensure that a worker is encouraged to continue working for a given firm over a long period of time. It is quite difficult to lure a well-paid employee to quit their employment unless the reward is bigger.
than what he or she is receiving at their current place of work. There are instances where even some employee prefer financial incentives as compared to power and comfort (Jiang, Lepak, Hu, and Baer, 2012). It is hence important for a manager to understand what encourages employees to work better.

2.4 The effect of Training and Development on Employee Commitment

Training and development is a very important practice within an organization. Much as an organization would carry out its recruitment very well, it is vital to equip individual employees with the skills and knowledge necessary to be in a position to function fully in the organization. As organizations change to embrace technology and other forms of change globally, they need to train existing employees and develop them so that they can continue to function effectively and efficiently (Coyle-Shapiro et al., 2013). Wilkinson and Redman (2013) suggest that training and development also serves as a social function which allows workers to form bonds and friendships and distract them from their normal work environment. The prominence of training in an organization is twofold. For the organization, training and development of employees is vital for both the operations and advancement of the institution while from the employees stand point, training undertakings are important for knowledge and skill development as well as the advancement of their career (Nkosi, 2015).

Training is defined as a set of systematic and planned activities that an organization comes up with to provide employees with opportunities to equip themselves with necessary skills to meet current and future job demands. Usually, training and development begins the moment an employee joins the organization and continues till they exit the organization, regardless of whether they are executive or a mere messenger (Desimone & Harris, 2002). Training gives an opportunity to organizations to adapt to changes that may occur in the environment. Be that as it may, their success heavily depends on their ability to learn from mistakes that may occur along the way, and train their members to equip them for future mistakes (Wilkinson & Redman, 2013). Nkosi (2015) confirms that there is a significant and positive association between training opportunities and commitment of employees. He further argues that job training is the channel through which employees skills are developed and ultimately contributes to their commitment.
Training and development are used interchangeably in human resource management. However, these terms differ in that training focus majorly on equipping employees with specific skills or helping them to correct certain deficiencies in their area of work. Development on the other hand is the effort an organization makes to provide employees with abilities it will need in future (Gomez, 2012). Employee commitment relates to the bond or attachment, or connection experienced by employees of a given organization towards that institution. In most cases, committed employees possess a good understanding of the goals of an organization. When an employee exhibits affective commitment, they are said to have established a strong identity with the firm’s objectives which fuels their wish to continue working at the organization. Such people are also observed to be committed to the job assigned to them. They show signs of responsibility towards attaining an organization's vision, mission, and goals hence their ability to perform tasks. Employee training is the systematic acquisition and development of knowledge, skills, and attitudes of employees to fit the task they are assigned to perform in a firm and improve their performance (Hong et al., 2012).

Corporate employee training and development is essential since it helps employees in acquiring skills needed for their work so as to provide high-quality services while at the same time adding value to an employee which enhances their commitment to an organisation. Organizational commitment, explained the psychological mind-set of a worker and their general attitude towards a job is easily positively influenced through consistent training and development. Training adds value to corporate behaviour, work performance, and overall turnover of employees therefore has a strong bearing on organizational performance. This objective will explore how employee training and development impacts on organizational commitment.

2.4.1 Training and Employee Retention

According to Brum (2007), some scholars argue that training leads to high employee turnover while others believe that it is essential in ensuring high numbers of retention in organizations. He argues that commitment is made up of investment, reciprocity, identification, and lack of other options. If an employee invests in the company, pay off ensures that they continue to work. After being trained, it is mandatory that he or she pays off what they owe the company hence the commitment. When an employee is trained more
on a particular skill that is relative to the organization, it is less likely that the employee will leave for another company but instead choose to stay at the organization. Brum (2007) explains that some employees feel indebted to organizations after training since they see such human resource practices as gifts and most important as a sign of appreciation and acceptance.

This point is further emphasized by Hong et al. (2012) who suggest that job training and job security go hand in hand and are critical determinants of employee retention. Practices surrounding employee training as a benefit motivates employees and “locks” them to their jobs ensuring employee retention. Landsman (2004) elaborates that training of employees is a channel towards other factors which influence staff retention. These factors include support from management and superiors, which enhances better relations in the work environment and in turn reducing the stress levels of an employee and encourages their stay in the firm following favorable working conditions. He further emphasizes that training can however, not in itself guarantee employee retention and many other factors come into play in ensuring the commitment of employees.

Bulut and Culha (2010) stated that organizations that train their employees quite regularly tend to record better outputs than those that do not do so as a result of employee retention in a dynamic business environment. The business market tends to be dynamic and when business environments change, those companies that have invested in training staff can adjust to the new environment quickly and efficiently. Companies that appear to be competitive in a challenging business environment are perceived as ideal companies to work for and therefore likely to obtain and retain the right talent among its competitors in the same industry. It is essential for businesses engaged in ever-shifting industries to have high employee retention capability which is critical in achieving organizational goals. The fact that organizational training offers employees opportunities they would not have gotten otherwise creates a sense of debt which the employee seeks to pay by staying at the organization.

2.4.2 Organizational Training and Commitment to Company Goals

Jaw and Liu (2004) emphasize that commitment is not only a human relation concept but one that also involves creating human energy and activating the mind. When commitment is lacking, the implementation of new ideas is compromised. Human resource management
therefore has the mandate to enhance the commitment of employees to the agenda of the firm. Organizations with favorable business practices, policies and structures as mentioned earlier are therefore likely to perform better. This commitment, positive energy and activation of the mind is achieved through employee training. High commitment work practice, is a tactic of managing employees that emphasizes the need to develop organizational commitment amongst employees based in the belief that it will yield positive outcomes like low labor turn over, absenteeism, encourage better performance and keep the workforce motivated. Employees exposed to these practices become highly motivated and genuinely involved in the organizational activities aimed and goals generating superior performance which has been linked with organizations that implement these practices in previous research (Oyelere, Elegbede, & Gbajumo-Sheriff, 2011).

While organizations give little attention to effectiveness of training, companies could easily use it as a channel to achieve organizational goals through human resource approaches that foster the importance of employee commitment (Brum 2010). Dhar (2015) stated that training does not just benefit the employees but also the organization. For instance, training will benefit the company by increasing productivity, ensuring employee development, as well as improving the performance of the employee. On the other hand, employees get to advance their career and job opportunities.

An employee may get promoted to a better position after the training as well as getting skills that they may use in another job setting. Bulut and Culha (2010) explained that as employees develop a feeling that training would be beneficial, they tend to incline towards achieving their set goals so as to get another opportunity to be trained by the company which also sustains their stay in the firm longer. The employees believe that at the end of a training program, they are likely to be better than they were before the program. Hanayssha (2016) stated that in cases where employers or organizations have supported their employees through training to equip them with more skills, the workforce gets motivated to carry out their duties since they feel that the firm is developing them as individuals. The reason for better performance is as a result of employees feeling that they are under an obligation to act in a certain way.

Hanayssha (2016) explains that numerous studies revealed that a firm that achieves competitive advantage over others in the global market provided advanced training to their
workers. Hafeez and Akbar (2015) as cited in Hanaysha (2016) observed that frequently trained employees perform better than those who are less trained. Most human resource departments of organizations that do well have been found to conduct regular training programs for their employees. In fact, Truitt (2011) concluded that it is essential for a firm to carry out specific training to ensure that skills that are central to the organization are imparted to employees. Brum (2007) stated that specific skill training reduces the chance of an employee moving to another firm since their acquired skills may be unique to their current employer. As such, they feel committed to staying at the organization.

Shah, Hussain, and Rahman (2016) asserted that training equips an employee with skills that are crucial for ensuring that an employee becomes a person who can help stir the organizational goals. Elgana and Imran (2013) observed that skill acquisition in the modern market is key in helping organizations position themselves as competitive in the global market, increase development as well as performance. According to Dhar (2015), learning opportunities to employees encourage them to be more committed than when given financial incentives, job satisfaction, or even monetary compensation.

Most employees will be very dedicated and willing to participate in training programs. In most cases, such workers stick with their firm as a result of the company's show of confidence in their ability and willingness to improve and invest in them (Noe, Wilk, Mullen, & Wanek 2014). According to Elgana and Imran (2013) good training programs entice employees into believing that the organization has their interest at heart. They feel like insiders hence a significant degree of commitment. Therefore, if organizations needed their employees to be committed, all they have to do is increase the accessibility of training programs. Shah, Hussain, and Rahman (2016) hypothesized that availability of training was relative to employee commitment to the organization.

2.4.3 Employee development and Organizational Loyalty
Commitment to a particular work environment is usually a direct result of the interactions and relationships that an employee has built with an organization. A research by Oyelere et al. (2011) showed that the more training an employee gained from a firm, the stronger their commitment to the organization. In turn, an organization which provides training to its employees stands the chances of performing better. The study supported previous literature which showed that training was likely to increase and improve employees’
knowledge and skills. It is also a means of achieving higher organizational commitment which embodies loyalty. Employees interpret training as a symbolic of a firm’s commitment to them, and in turn feel compelled to reciprocate the benefit through their commitment to the organization. Oyelere et al. (2011) in their research established that businesses which were operating below their intended labor productivity levels prior to providing employees training programs, recorded growth in their labor productivity after introducing the training programs. Employees are hence seen to relate better with organizational growth objectives following training which shows growth in loyalty to the agenda of the firm.

According to Elgana and Imran (2013), when and employee is supported by an organization to gain better knowledge, understanding, and skills to solve a certain task at work, end up showing high commitment to the firm. In instances where they understand that the training programs will develop them personally and career-wise, they become highly motivated hence committed to perform their duties and stay at the organization. Well trained employees gain job-related benefits like the ability to develop better relationships with colleagues and management. Training also helps employees in job performance, development of personal networks, financial satisfaction when promoted since such promotion comes with an increase in wages. Elgana and Imran (2013) suggested that development of employees is essential in ensuring that lower performers improve. Brum (2007) well-developed employees have shown a high degree of job satisfaction and commitment.

An employee is said to have been developed if they can efficiently balance between their career needs and the ability to carry out their work effectively. Equipping employees with the requisite knowledge and skills is essential in preventing problems at work. They should be taught on company policies and procedures. Development of employee is aimed at ensuring that they acquire skills, abilities, and behavior which provides long-term personal efficiency and effectiveness of an employee that ensures the company continues to be competitive.

2.4.4 Benefits of Employee Development

According to Cummings Worley (2014), a firm develops their employees in various ways. Some will use peer appraisal, some use compensation in the form of salary increments,
while others conduct studies on a particular employee then take them through seminars, or mentorship programs especially when the firm is trying to develop a leader. Sanyal, Biswas, and Ghosh (2017) explained that while the process of employee development is extensive, it is effective at ensuring that there is organizational commitment. This relates to the fact the employees can see the benefits that come with staying at the organization. Training and development of employee are essential elements of organizational growth as explained above. These tactics serve to win the trust of an employee hence ensuring that he/she stays committed to working at the organization. The prospects of developing career-wise and materially as well as professionally can act as a magnet that makes the employee stick to his organization. It can, therefore, be concluded that training and development of employees help in ensuring that there is organizational commitment. It creates a sense of belonging and feeling of appreciation.

According to Zahra, Iram, & Naeem (2014) employees provide knowledge and their skill and abilities to the organisation. Therefore, organisations are required to maintain this useful asset by keeping the employee motivated by efficient trainings to further develop and enhance their skills for the success of the organization. When a company heavily invests in time money and effort to develop employees, it promotes employee commitment towards the goals of the organisation. It is also able to achieve greater commitment outcomes when employees support and value the training and development programmes.

Training and development benefit employers in many ways. When employees’ skills are developed, they improve their productivity and efficiency. This increase development commitment as well as the morale of the employees (Kanu, 2015). Development addresses employees’ weaknesses which hinder them from committing to the organisation and giving their best to the organisation. By developing their skills, employees are able to overcome their weaknesses. Well-organized development programs assist employees gain knowledge and skills that bring them a higher uniform level, making the whole workforce reliable and committed. In so doing, the organisation does not rely on specific individuals within the company to perform specific tasks (Osa & Amos, 2014).
2.5 Chapter summary

This chapter has reviewed the works of different scholars with regards to human resource practices, discussing the theoretical frameworks, and more specifically recruitment and selection, training and development as well as compensation and their benefits to a company to achieve employee commitment. The following chapter details the methodologies that were used by the researcher to conduct the research. It discusses the procedures, research design, data collection tools as well as discussing the research design and the data analysis method used in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This chapter provides a description of the methodology which was used in conducting the study. It is presented in five sections and includes; the research design, population and sampling design, data collection methods, research procedures and instruments, and data analysis methods.

3.1 Research Design

According to Cooper and Schindler (2011), research design is an arrangement that aides the time degree and gives a practical rule of the exercises that ought to be executed in the research process with a perspective of noting the research question. Further, the research design gives a reasonable direction on the most proficient method to choose the different sources and sorts of data required and defines the relationship among the variables of study.

This specific study included a descriptive research design which means to answer what, who, where, which, when or how of the research problem. The goal of a descriptive research is to describe. Descriptive studies gather information that depict the attributes of people, occasions, or circumstances. Descriptive research is either qualitative or quantitative. It might include the collection of quantitative information, for example, productive evaluations, generation figures, deals figures, or statistic information, however it might likewise incorporate the gathering of qualitative data (Uma & Roger, 2013).

3.3 Population and Sampling Design

3.3.1 Population

Cooper and Schindler (2013) argue that, population is the characterize population as the entirety of the number of elements about which the researcher expects to make presumptions, with a specific end goal to address the majority of the inquiries in the research. A population describes the entities which the researcher chooses to work with, they could be events, people, places, or objects, households, organizations or any item that
could interest a researcher (Garson, 2012). The population of this research consisted of employees of Nene Solutions Limited who are 34 in number. The population included the three departments in the company which are: project management, quality control, and finance and administration. The population was divided in various age groups and included 12 female employees and 22 male employees.

### Table 3.1: Population distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality control</td>
<td>10</td>
<td>29.4</td>
</tr>
<tr>
<td>Project management</td>
<td>18</td>
<td>52.9</td>
</tr>
<tr>
<td>Administration and finance</td>
<td>6</td>
<td>17.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Nene Solutions (2017)

### 3.3.2 Sampling Design

#### 3.3.2.1 Sampling Frame

According to Coxand and Hassard (2010), sampling design is characterized as an outline that aides how subjects inside a population are picked for review. Sampling design incorporates sampling technique, sampling frame, and sample size that are utilized for the study. A sampling frame, according to Cooper and Schindler (2014), is a list comprising the subjects of the population of the study from which a sample is obtained. Sekaran and Bougie (2013) further describes sampling frame as a representation of all subjects of the population from which the researcher draws a sample.

Saunders (2011), describes a good sampling frame as one which all units can be found. This could be the location and contact information. There is proper and logic organization of the frame as well as exclusion of subjects that are not of interest to the study. Sample selection requires an accurately constructed sampling frame which ensures that the right population is captured (Sekan & Bougie, 2013). The study adopted respondents as all the
employees working in Nairobi. The respondents were picked from the human resource database where they were all picked to participate in the study.

3.3.2.2. Sampling Technique

Sampling technique is a method in which the researcher selects a proportionate representative of the entire population, for it to be used in a study (Saunders, Lewis & Thornhill, 2011). A census is defined as a complete enumeration of the population (Mugenda & Mugenda, 2003; Baffour & Valente, 2012). Saunders and Thornhill (2014) further contend that use of census for less than 100 subjects in a population is the most appropriate form of sampling. The study therefore adopted a census sampling technique. The use of census further reduces error and allow for accuracy and good quality information as per (Cooper & Schindler, 2014). The entire population was 34 individuals working in different departments within the organization (Nene Solutions Database, 2017).

3.3.2.3 Sample Size

Sample size is defined as the actual number of participants that would represent the population of the study (Blumberg et al., 2014). A good sample is an unbiased and a subset that have a full representation of the population under study (Saunders et al., 2012). According to Lodico, Spaulding, and Voetgle (2010) a census produces an official count of a population down to the lowest level of detail at regular intervals. Social science researchers have a general rule that because the main interest is to learn about the population in question, then the larger the sample the better (Kline, 2005). To make an accurate inference, a census was adopted for the study where all the 34 members in the organization were used for the study. According to Sekan and Bougie (2013), 80% is the acceptable rate for electronic administered questionnaires.

3.4 Data Collection Methods

Mugenda and Mugenda (2003) describe data collection as gathering of information from enlisted respondents with an intention of drawing a conclusion. Research inference is based on data which is anything given or admitted as fact (Oso & Onen, 2009). Methods of collecting data are ways of gathering quantitative or qualitative information from relevant
parties. The study used primary data to obtain the information. Primary data uses raw data from the field to represent the position of the respondents. Secondary data on the other hand uses interpretations of previous primary data (Cooper & Schindler, 2008).

Questionnaires were used for the study to acquire the relevant information. Saunders et al, (2012) recommends an effective tool for gathering of data which by a large extend depend on the research topic, subject characteristics the objectives of the study, as well as the results expected. Questionnaire as a tool was used as it was the most appropriate for a census, making it easy to administer, cost effective as well as convenient especially for respondents who were not easy to approach or access.

To ensure all the questions were answered, the structure of the questionnaire was based on the objectives of the study. To capture unique data in each part, the questionnaire was divided into four parts. Part A covered the respondents’ demographic information while part two to four covered information based on the research questions of the study which included the recruitment and selection influence, training and development, and compensation and their influence on employee commitment. The questionnaire consisted of close ended as well as likert scale questions. So as to assure the respondents of confidentiality, the questionnaire did not require the respondents to give their name nor contacts.

3.5 Research Procedures

Research procedure describes in detail the steps a researcher undertakes to gather data. The study utilized the census approach where all the population constituted the respondents for the collection of primary data (Kothari, 2004). The human resource manager provided the researcher with the list of all employees working in the organization. Piloting was done to ten employees of a different organization but with the same nature of work. A pilot survey is a small scale study that tests the variables, and challenges within the questionnaire to ensure validity in addressing the research questions. Piloting allowed the researcher to identify the questions that the respondents could not understand, the time each respondent took to fill out the questionnaire, the appropriateness of the each questions as well as the willingness and ability to answer the questions. The researcher was then able to make an
informed decision in making the improvements and adjustments to the final questionnaire that was administered to the employees.

The researcher then transferred the questionnaire on ‘Survey to go’ which is an instrument used to collect data with an electronic device, preferably a tablet, phone or computer. The instrument was termed efficient as it allowed the respondents to answer all the questions the respondent could not skip a question as one cannot move to the next question without filling in the one before.

The other advantage of survey to go is the quality of the data is very accurate as the interviewer is recorded asking all the questions. The employees of the company were already enrolled in the application and were familiar with the tool which allowed them to fill out the questionnaire in the time that was appropriate to them. The instrument also allowed the researcher to gather all the data from the database as soon as a respondent filled in the questionnaire, the advantage of this was the data was accurate as it did not require manual entering of the data, and the researcher did not need to drop and pick the questionnaires. To ensure a high response rate, the researcher ensured all the respondents had the application and instead of pick and drop, the researcher followed up through emails and calls as well as staying in the vicinity as the respondents filled the questionnaire.

3.6 Data Analysis Methods

Data analysis is the process of data cleaning transforming and analyzing of the information collected by the researcher (Cooper & Shindler, 2014). Since the research adopted a quantitative approach, the researcher used statistical packages of social sciences to analyze the data. Since data was coded during administering of the questionnaire on survey to go, the quality of data was accurate and there was little data cleaning needed. The data analysis methods applied were descriptive as well as inferential. The data was presented by use of frequencies tables and figures. The use of tables was done to allow comparison and accurate inferences.
3.7 Chapter Summary

This chapter details the research methodology used in the study. The chapter covered extensively the research design used, the target population which was employees of Nene Solutions, and the sampling design which was a census approach. 34 employees comprised the sample size and primary data was gathered by use of questionnaires. It then covers the data collection method applied, the procedure of the way the research was carried out. It further expounds on the analysis of the data by use of Statistical Packages for Social Sciences. The following chapter gives a detailed analysis of results and findings of the research. Chapter five provides the discussion, conclusions and recommendations for the same.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter is a presentation of the findings and implementation of the discussed procedures in chapter three on analysis of the data. The chapter discusses the response rate of the participants to ascertain the responsiveness and reliability of the data. In the first section, demographic information which highlights the characteristics of the participating population is discussed. It is then followed by discussion of the objectives of the study with the use of mean percentages and ANOVA test. Lastly, the chapter provides the summary of the chapter.

4.1.1 Response Rate

Out of 34 questionnaires that were issued to the whole population of Nene solutions limited; 32 responses were received. This represent 92% rate of response which according to Mugenda and Mugenda (2003), is adequate for the study, as indicated in Table 4.1. The high response rate was attributed to the application tool used which was easily accessible to all participants.

<table>
<thead>
<tr>
<th>Table 4.1: Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaire</td>
</tr>
<tr>
<td>Collected(filled)</td>
</tr>
<tr>
<td>Unfilled</td>
</tr>
<tr>
<td>Total administered</td>
</tr>
</tbody>
</table>

4.2 Background Information

4.2.1 Gender

The study found the firm to be comprised of 22 male employees which accounted for 68.8% of the participants while the female participants were only 10 hence fewer at 31.3% the finding indicate that the firm has complied with the constitution rule of 30% representation
of women in the company. This being a technical institution however explains why men would be more in this company than the women.

Figure 4.1: Gender of the Respondents

4.2.2 Respondent’s Age

Age is a determinant of many factors in an organization. It can determine the maturity experience and commitment of an individual. In the study, the highest percentage of the employees range between 26-30 years. This is seconded by the age bracket of 21-25 years whose percentage is at 28%. This is an indication that the firm I comprised of young people which is ideally attributed to the fact that younger individuals are full of vigor creativity and innovativeness. The frequency of older people whose age is between 30 and 35 years is at 18 which accounts for 18% of the population. There were no respondents aged over 35 years which would indicate that there were no aged employees in the organization.

Figure 4.2: Respondent’s Age
### 4.2.3 Departments

This question’s objective was to find the number of individuals per departments, project management, finance and administration as one department and quality control. The findings showed 50% of the respondents being in project management. The quality control team was composed of 10 employees at 31% while finance and administration fell under one department with 6 employees working under the department. There were no other departments captured in the study.

![Figure 4.3: Departments](image)

#### 4.2.4 Level of Education

According to the findings on education levels of the participants, the majority of the respondents had acquired an undergraduate degree with 56%. 28.12% of the respondents had acquired their diploma in various fields, while 15% of the respondents were master’s degree holders. None of the employees had acquired a doctorate degree.
4.2.5 Number of Years in the Organization

According to figure 4.5, 69% of the respondents had worked in the organization for a minimum of two years. On the other hand, 28% had worked in the organization between 3 to 4 years while 3% of the participants had worked in the firm for over 5 years.

Figure 4.5: Number of Years in the Organization
4.2.6 Level of Satisfaction

From the survey findings on satisfaction, 62.5% of the respondents were happy working in the organization. 37.5% of the participants on the other hand were not happy working on the organization. This imply that majority of the employees in the organization were happy working in the organization.

![Figure 4.6: Level of Satisfaction](image)

4.3 Recruitment Factors which Influence Employee Commitment

4.3.1 Selection Process and Employee Commitment

This section is a discussion of the human resource factors that influence employee commitment. To begin with, the data collection was in form of a Likert scale of 5 points. Data analysis was done using descriptive statistics which included mean median percentages and regression. The median calculated the central value while the percentages were used to indicate the extent of variability of the responses.

The first part was to ascertain from the employees perspective whether recruitment and selection influence employee commitment. It was found in the results that majority of the respondents strongly agreed that employee selection based on merit influence employee commitment (4.34). Substantial number of respondents (59.38%) agreed that the selection process of employees in the firm enhance employee commitment.59% also agreed that there is a relationship between selecting the right candidate for a specific job and employee commitment.
Table 4.2: Selection Process and Employee Commitment

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Median</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a relationship between external sourcing and employee commitment</td>
<td>9.38</td>
<td>34.38</td>
<td>21.8</td>
<td>21.88</td>
<td>12.5</td>
<td>2.94</td>
<td>3</td>
<td>1.22</td>
</tr>
<tr>
<td>My commitment to this organization is because I was recruited by a third party (agency)</td>
<td>34.38</td>
<td>46.88</td>
<td>6.25</td>
<td>9.38</td>
<td>3.13</td>
<td>2</td>
<td>2</td>
<td>1.05</td>
</tr>
<tr>
<td>My perception of the organization during selection influenced my commitment to the organization</td>
<td>9.38</td>
<td>12.5</td>
<td>6.25</td>
<td>50</td>
<td>21.8</td>
<td>3.63</td>
<td>4</td>
<td>1.24</td>
</tr>
<tr>
<td>I am committed to this organization because I was internally selected</td>
<td>9.38</td>
<td>46.88</td>
<td>3.13</td>
<td>31.25</td>
<td>9.38</td>
<td>2.84</td>
<td>2</td>
<td>1.25</td>
</tr>
<tr>
<td>Being selected for a specific role influence my commitment in this organization.</td>
<td>3.13</td>
<td>9.38</td>
<td>6.25</td>
<td>50</td>
<td>31.25</td>
<td>3.97</td>
<td>4</td>
<td>1.03</td>
</tr>
<tr>
<td>There is a relationship between selecting the right candidates for a specific job, and employee commitment.</td>
<td>0</td>
<td>0</td>
<td>12.5</td>
<td>59.38</td>
<td>28.13</td>
<td>4.16</td>
<td>4</td>
<td>0.63</td>
</tr>
</tbody>
</table>

KEY: 1=strongly disagree, 2=Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

4.3.2 Third party, Internet, and Internal Recruitment on Employee Commitment

When it came to third party recruitment 56% with a median of 2 of the employees disagreed that third party selection influenced employee commitment while the length of time the organization took to recruit new stuff ranked the least reason with regards to influence in employee commitment with 40.12% disagreeing that it would influence employee.
commitment. Only 9% of the respondents agreed that internet recruitment had influence on commitment to the employees in the organization. The results further show with a median of 4 that 40.63% of the respondents agreed that internal recruitment enhanced their commitment in the organization.

When asked whether there is a relationship between selecting the right candidate for a specific job, majority of the employees agreed to this statement (59.38%). None of the employees disagreed with the statement nor strongly disagreed. 25% of the employees agreed and 5.63% were neutral to the factor. Table 4.2, shows that 50% of the employees agreed to the statement that their perception of the organization during selection influenced their commitment to the organization, with 21.88% strongly agreeing with the statement. 9.38% of the employees strongly disagreed with the statement while 6.25% neither disagreed nor agreed with the statement.

The employees were also asked whether the length of time their organization took to recruit new staff influenced their commitment to their organization. Majority of the respondents disagreed (40.63%), while only 12.5% agreed to this.

**Table 4.3: Recruitment and Employee Commitment**

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Median</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The length of time my organization take to recruit new stuff influence my commitment</td>
<td>9.38</td>
<td>40.63</td>
<td>12.5</td>
<td>12.5</td>
<td>25</td>
<td>3.03</td>
<td>3</td>
<td>1.4</td>
</tr>
<tr>
<td>Internal recruitment enhance employee commitment in this organization</td>
<td>9.38</td>
<td>18.75</td>
<td>6.25</td>
<td>40.63</td>
<td>25</td>
<td>3.53</td>
<td>4</td>
<td>1.32</td>
</tr>
<tr>
<td>Third party recruitment influence employee selection</td>
<td>0</td>
<td>56.25</td>
<td>9.38</td>
<td>25</td>
<td>9.38</td>
<td>2.88</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>There is a relationship between external sourcing and employee commitment</td>
<td>9.38</td>
<td>34.38</td>
<td>21.8</td>
<td>21.88</td>
<td>12.5</td>
<td>2.94</td>
<td>3</td>
<td>1.22</td>
</tr>
<tr>
<td>my commitment to this organization is because I was recruited by a third party(agency)</td>
<td>34.38</td>
<td>46.88</td>
<td>6.25</td>
<td>9.38</td>
<td>3.13</td>
<td>2</td>
<td>2</td>
<td>1.05</td>
</tr>
</tbody>
</table>

KEY: 1=strongly disagree, 2=Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree
4.4 Compensation and its Influence on Employee Commitment.

In this objective, the researcher sought to find the level to which compensation influences employee commitment.

4.4.1 Non-Monetary benefits and Employee Commitment

From the findings as shown on table 4.5 reveal that the employees disagreed with the fact that the salaries they received in the organization influenced their commitment (46.88%). Only 15% of the employees strongly agreed to the statement. 45.8% of the respondents also disagreed that bonus was part of the reason they were committed to the organization. In response to employees taking interest on their jobs because the compensation package motivated them, majority of the respondents (37.5%) disagreed with the statement.

According to 43.75% of the participants, career growth influenced commitment in an organization with 75% of the men agreeing with the statement. The mean was 4.25 indicating that on average majority agreed to the statement. When responding to promotion and its influence to the commitment of the employees in the organization, majority of the respondents agreed with the statement (53.13%). 37.5% of the respondents strongly agreed that promotion had an influence on employee commitment. 3.13% of the respondents strongly disagreed and disagreed with the statement.

When respondents were asked whether non-monetary benefits influenced commitment in an organization, 43.75% of the respondents agreed that indeed it had an influence in employee commitment, as well as 50% of the respondents strongly agreeing to non-monetary benefits influencing their commitment to the organization. Among the respondents answering to this statement 6.25 were neutral while 12.5% disagreed with the statement. The results show that majority of the employees strongly agreed to career growth influencing their commitment to the organization with 56.25 percentage. None of the employees strongly disagreed with this statement and none of the employees were neutral. 28.13% were in agreement with the statement while only 15.63% of the respondents disagreed that career growth had an influence in their commitment to the organization.
Table 4.4: Non-Monetary Benefits and Employee Commitment

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Median</th>
<th>Std Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The salary I earn influence my commitment in this organization.</td>
<td>0</td>
<td>46.88</td>
<td>3.13</td>
<td>15.63</td>
<td>34.38</td>
<td>4</td>
<td>4</td>
<td>1.02</td>
</tr>
<tr>
<td>The promotion I receive after good job enhance my commitment</td>
<td>0</td>
<td>31.25</td>
<td>9.38</td>
<td>40.63</td>
<td>18.75</td>
<td>3.47</td>
<td>4</td>
<td>1.14</td>
</tr>
<tr>
<td>Rewards I receive in this organization enhance my commitment</td>
<td>0</td>
<td>31.25</td>
<td>3.13</td>
<td>37.5</td>
<td>28.13</td>
<td>3.62</td>
<td>4</td>
<td>1.21</td>
</tr>
<tr>
<td>Career growth influence my commitment to the organization</td>
<td>0</td>
<td>15.63</td>
<td>0</td>
<td>28.13</td>
<td>56.25</td>
<td>4.25</td>
<td>5</td>
<td>1.08</td>
</tr>
<tr>
<td>Bonus is an important part of the reason I am committed to this organization</td>
<td>9.38</td>
<td>46.88</td>
<td>3.13</td>
<td>12.5</td>
<td>28.13</td>
<td>3.03</td>
<td>2</td>
<td>1.47</td>
</tr>
<tr>
<td>Non-monetary benefits influence commitment in an organization</td>
<td>3.13</td>
<td>12.5</td>
<td>6.25</td>
<td>43.75</td>
<td>34.38</td>
<td>3.94</td>
<td>4</td>
<td>1.11</td>
</tr>
<tr>
<td>Bonus is an important reason for employee commitment</td>
<td>6.25</td>
<td>18.75</td>
<td>3.13</td>
<td>34.38</td>
<td>37.5</td>
<td>3.78</td>
<td>4</td>
<td>1.31</td>
</tr>
<tr>
<td>Career growth influence commitment in an organization.</td>
<td>0</td>
<td>3.13</td>
<td>3.13</td>
<td>43.75</td>
<td>50</td>
<td>4.41</td>
<td>5</td>
<td>0.71</td>
</tr>
<tr>
<td>Promotion influence commitment in an organization.</td>
<td>3.13</td>
<td>3.13</td>
<td>3.13</td>
<td>53.13</td>
<td>37.5</td>
<td>4.19</td>
<td>4</td>
<td>0.9</td>
</tr>
</tbody>
</table>

KEY: 1=strongly disagree, 2=Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

4.4.2 Compensation, Benefits and steady Employment on employee Commitment

Further findings revealed that 34.38% of the respondents strongly agreed that their job provided steady employment influenced their commitment to their organization. 6.25% of the employees were however in disagreement with the statement while 25% of the respondents were neutral. Majority of the respondents (37.5%) agreed and 34.38% strongly agreed that bonus is an important influence in employee commitment even though they did not receive much of bonus at Nene Solutions. Only 6.25% of the respondents strongly disagreed with the statement with 28.13% disagreeing with the statement. Only 3.13% were neutral to this statement.
When asked whether the benefit package the employees received at Nene Solutions influenced their commitment to the organization, 53.13% of the respondents with a mean of 4 and a standard deviation of 1.06 agreed with the statement. 25% of the employees further agreed with the statement while none of the respondents were neutral nor strongly disagreed with the statement. The study further noted that 37.5% of participants agreed that the rewards they received in the organization enhanced their commitment to the organization. 31.25% disagreed with the statement while 28.13% of the participants strongly agreed with the statement. The employees were further asked whether they would be willing to leave the organization if they had an offer of a better salary else. 21.88% of the respondents strongly disagreed with the statement while 21.88% of the employees agreed that they would feel it was right to leave if they had a better offer. 12.5% of the respondents were neutral with a mean of 2 in the statement which indicated an even distribution of responses among the responses.

To conclude on the influence compensation had on employee commitment, the employees were asked whether the promotion they received after a good job enhanced their commitment in the organization. The mean was 4 with a standard deviation of 1.1 which indicated an average of the respondents agreed with the statement (40.63%). 18.75% of the respondents strongly agreed with the statement while 9.38% of the respondents were neutral. None of the respondents strongly disagreed with the statement while 31.25 disagreed with the statement.
Table 4.5: Compensation and Employee Commitment

<table>
<thead>
<tr>
<th>Compensation activities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Median</th>
<th>Std Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation influences employee commitment in an organization</td>
<td>0</td>
<td>6.25</td>
<td>0</td>
<td>43.75</td>
<td>50</td>
<td>4.38</td>
<td>5</td>
<td>0.79</td>
</tr>
<tr>
<td>Rewards I receive in this organization enhance my commitment</td>
<td>0</td>
<td>31.25</td>
<td>3.13</td>
<td>37.5</td>
<td>28.1</td>
<td>3.62</td>
<td>4</td>
<td>1.21</td>
</tr>
<tr>
<td>The way my job provides steady employment enhances my commitment to the organization</td>
<td>6.25</td>
<td>28.13</td>
<td>6.25</td>
<td>25</td>
<td>34.3</td>
<td>3.53</td>
<td>4</td>
<td>1.39</td>
</tr>
<tr>
<td>I take keen interest in my job because compensation package motivates me</td>
<td>3.13</td>
<td>37.5</td>
<td>15.63</td>
<td>31.25</td>
<td>12.5</td>
<td>3.12</td>
<td>3</td>
<td>1.16</td>
</tr>
<tr>
<td>If I got another salary offer for a better job elsewhere I would not feel it was right to leave my organization</td>
<td>21.88</td>
<td>31.25</td>
<td>12.5</td>
<td>21.88</td>
<td>12.5</td>
<td>2.72</td>
<td>2</td>
<td>1.37</td>
</tr>
</tbody>
</table>

KEY: 1=strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree

4.5 Training and Development and its Influence on Employee Commitment

The section sought to determine the practice of training and development and the influence it had on the commitment of employees.

4.5.1 Management support of Training and its Influence on employee commitment
This section discusses the level to which training and development as a practice in human resource management influence employee commitment of the organization. First, the majority of the respondents (68.75%) were of the opinion that development of their skills and expertise in the organization had enhanced their commitment to the organization. Only 9.38% of the employees disagreed with the statement, while 12.5% of the employees strongly agreed with the statement. None of the respondents strongly disagreed.

The study noted that majority of the employees (53.13%) felt management support of training and development activities enhanced their commitment to the organization with 25% strongly agreeing with the statement. 6% of the respondents neither agreed nor disagreed with the statement. On average it was noted that many employees agreed with the statement (Mean =4) and a standard deviation of .98. On asked whether the colleague relationship built during training sessions enhanced employee commitment, again majority of the respondents agreed with the statement (53.13%). 18.75% of the employees further strongly agreed with the statement. 9.35% of the employees neither disagreed nor agreed with the statement much as 18.75% of them disagreed with the statement.

Table 4.6: Management Support of Training and Employee Commitment

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Std</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management support of training and development enhance employee commitment</td>
<td>0.00</td>
<td>15.63</td>
<td>6.25</td>
<td>53.13</td>
<td>25.00</td>
<td>3.88</td>
<td>0.98</td>
</tr>
<tr>
<td>Management support of training in this organization has influenced my commitment to it</td>
<td>9.38</td>
<td>15.63</td>
<td>15.63</td>
<td>37.5</td>
<td>21.88</td>
<td>3.47</td>
<td>1.27</td>
</tr>
<tr>
<td>Opportunities to try out what has been learnt in the training programme enhance employee commitment</td>
<td>0.00</td>
<td>25.00</td>
<td>9.38</td>
<td>43.75</td>
<td>21.88</td>
<td>3.63</td>
<td>1.1</td>
</tr>
<tr>
<td>Colleague relationships built during training sessions enhance employee commitment</td>
<td>0.00</td>
<td>18.75</td>
<td>9.38</td>
<td>53.13</td>
<td>18.75</td>
<td>3.72</td>
<td>0.99</td>
</tr>
<tr>
<td>My employer support to train and develop me influence my commitment to the organization</td>
<td>6.25</td>
<td>12.5</td>
<td>15.63</td>
<td>43.75</td>
<td>21.88</td>
<td>3.63</td>
<td>1.16</td>
</tr>
<tr>
<td>Management endeavor to develop employees influence commitment in an organization</td>
<td>0.00</td>
<td>6.25</td>
<td>9.38</td>
<td>56.25</td>
<td>28.13</td>
<td>4.06</td>
<td>0.8</td>
</tr>
</tbody>
</table>

KEY: 1=strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree
4.5.2 Training Needs identification, Quality Training and employee Commitment

Further asked whether there was a relationship between identification of training needs identification and employee commitment, 59.38% of the employees agreed that there was a relationship. 18.75% further strongly agreed with the statement while only 12.5% disagreed about the relationship. 9.38% were neutral. Management endeavor to develop employees rated third with 56.25 of the respondents agreeing that the management endeavoring to develop them enhanced their commitment. 28.13% of the employees strongly agreed with this statement as well. Those who disagreed with the statement rated at 6.25% with none strongly disagreeing with the statement.

According to the employees, 46.88% agreed that the skills they had learnt in the organization had influenced their commitment to the organization with a mean of 3.63, the employees on average felt the skills had influenced their commitment with 43.75 agreeing with the statement. Approximately, most of the respondents 56.88% when asked whether their organization value to training and development enhanced their commitment to their organization agreed. 3.3% of the respondents neither agreed nor disagreed with the statement while only 6.25 disagreed with the statement. None of the employees strongly disagreed with the statement.

The study also sought to establish whether conducting of quality training programs influenced to the organization. 53.75% of the employees agreed that quality training influenced their commitment. 11.12% of the respondents strongly agreed with the statement while 18.75 disagreed with the statement. None of the employees strongly disagreed. According to the employees as shown on table 4.5, 43.75% of the employees agreed that development of employees in their organization influenced their commitment. 15.63% of the employees neither disagreed nor agreed with this statement another 15.63% were in disagreement with the statement with 6.25% strongly disagreeing that development of employees influenced their commitment.

Training opportunities provided by the company and their influence on the commitment of employees was also researched on.34.38% strongly agreed that training opportunities that were provided by the organization influenced their commitment. 28.13% were in agreement
with the statement while 15.63% of the employees neither agreed nor disagreed to this. None of the employees strongly disagreed with the statement.

Table 4.7: Training and Employee Commitment

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Std Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The skills I have learnt in this organization have enhanced my commitment to it</td>
<td>0</td>
<td>6.25</td>
<td>3.13</td>
<td>46.88</td>
<td>43.75</td>
<td>4.28</td>
<td>0.81</td>
</tr>
<tr>
<td>The management support of training and development enhance employee commitment</td>
<td>0</td>
<td>15.63</td>
<td>6.25</td>
<td>53.13</td>
<td>25</td>
<td>3.88</td>
<td>0.98</td>
</tr>
<tr>
<td>Training opportunities provided by this organization enhance my commitment</td>
<td>0</td>
<td>21.88</td>
<td>15.63</td>
<td>28.13</td>
<td>34.38</td>
<td>3.75</td>
<td>1.16</td>
</tr>
<tr>
<td>Management support of training in this organization has influenced my commitment to it.</td>
<td>9.38</td>
<td>15.63</td>
<td>15.63</td>
<td>37.5</td>
<td>21.88</td>
<td>3.47</td>
<td>1.27</td>
</tr>
<tr>
<td>Conducting of quality training programs influence my commitment.</td>
<td>0</td>
<td>18.75</td>
<td>16.38</td>
<td>53.75</td>
<td>11.12</td>
<td>3.69</td>
<td>1.03</td>
</tr>
<tr>
<td>There is a relationship between training needs identification and employee commitment</td>
<td>0</td>
<td>12.5</td>
<td>9.38</td>
<td>59.38</td>
<td>18.75</td>
<td>3.84</td>
<td>0.88</td>
</tr>
</tbody>
</table>

KEY: 1=strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree
4.6 Inferential Statistics

4.6.1 Regression

Further, the study conducted a regression test to determine whether the number of years an employee had worked in an organization had significant differences in the way compensation influenced their commitment to the organization. The regression analysis results on Table 4.8 below indicate the R square value was .249, while F statistic was (.429) which indicated majority of the respondents not committing to an organization no matter the number of years they had worked in the organization; because of compensation.

ANOVA reveals that there was no significant relationship between employee compensation and commitment to the organization. The coefficients between the independent and dependent variables showed that among the three independent variables, only training and development practices had a significant effect on employee commitment (β =0.75, p<0.000).

Table 4.8: Compensation and Employee Commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>7.219</td>
<td>29</td>
<td>.249</td>
<td>.249</td>
<td>.971</td>
</tr>
<tr>
<td>Residual</td>
<td>2.000</td>
<td>2</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>9.219</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: How many years have you worked in this organization

b. Predictors: (Constant), compensation influence my commitment to the organization
Table 4.9: Inferential statistics –Compensation, training and Development and selection

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Lower Bound</td>
</tr>
<tr>
<td><strong>(Constant)</strong></td>
<td>2.571</td>
<td>1.435</td>
<td></td>
<td>1.792</td>
<td>0.08</td>
</tr>
<tr>
<td><strong>Selection process of employees in organization enhance employee commitment.</strong></td>
<td>-0.119</td>
<td>0.327</td>
<td>-0.0744</td>
<td></td>
<td>-0.36</td>
</tr>
<tr>
<td><strong>Compensation influences employee commitment in an organization</strong></td>
<td>-0.148</td>
<td>0.263</td>
<td>-0.1144</td>
<td></td>
<td>-0.56</td>
</tr>
<tr>
<td><strong>Training opportunities provided by this organization enhance my commitment.</strong></td>
<td>0.067</td>
<td>0.17</td>
<td>0.0754</td>
<td></td>
<td>0.39</td>
</tr>
</tbody>
</table>

a Dependent Variable: On a scale of 1-5 how would you rate your commitment to the organization
Table 4.11: Compensation and Employee Commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>7.219</td>
<td>29</td>
<td>.249</td>
<td>.249</td>
<td>.971b</td>
</tr>
<tr>
<td>Residual</td>
<td>2.000</td>
<td>2</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>9.219</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: How many years have you worked in this organization

b. Predictors: (Constant), compensation influence my commitment to the organization

4.7 Chapter Summary

This chapter looked at the analysis of the collected data. The results were presented by use of graphs and Tables. The findings were presented in three parts the first part brought forth the demographic characteristics of the participants, the objectives were then presented by use of tables in the other two sections. Chapter five presents discussions on the findings as well as conclusion and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five discusses in detail the findings analyzed in line with chapter four. The chapter further brings forth summary of the findings, from the data collected, and analysis done, the discussion, and the findings in comparison to studies done before. A conclusion of the study is then provided as well as the recommendations for further study and overcome the challenges identified.

5.2 Summary

The purpose of the study was to investigate the influence human resource practices had on employee commitment with the researcher having three research questions that guided the study. Each investigating the extent to which, training and development influence employee commitment, compensation influence on employee commitment as well as recruitment and selection and its influence on employee commitment.

The study adopted a descriptive design approach to the analysis as it provides a thorough understanding of the association between variables, with the variable being predicted (dependent) being employee commitment and the predictor variable (independent) being training and development, compensation was the second variable, and finally recruitment and selection. The population targeted for the study was employees of Nene Solutions limited. A census was done to have an all-inclusive mode of approach in data collection. The participants were 34 employees of the firm who were all to participate in the study. The researcher piloted the questionnaire that was to be used as the tool for gathering information. Few changes were made from the recommendations that were made and the final questionnaire was administered to the employees. Out of the 34 questionnaires administered, the researcher was able to collect 32 filled questionnaires. The analysis were done as per objective of the study; And the analysis presented by use of tables as well as bar graphs and pie charts. The data was analyzed using Statistical Packages of Social
Sciences (SPSS) specifically, the mean, median, percentages, regression as well as correlation to analyze the data.

Firstly, the study found in the first research question there was a relationship between selection and employee commitment, with majority of the employees agreeing with their company’s mode selection influencing their commitment recruitment did not provide much significance to employee commitment however. The study revealed by a high percentage of agreement that employee selection of a specific role was key in influencing their commitment. In addition, the participants agreed that selection of employees based on merit enhanced their commitment to the organization. The study further revealed there was no relationship with third party recruitment and internet recruitment as the employees were more inclined to the way selection was done and how it influenced their commitment behavior.

On the second research question, the study revealed to a high extent there was a positive relationship between career development, promotion and benefits with regards to employee commitment. More than half of the respondents were interestingly more agreeable to non-monetary benefits enhancing their commitment than salary and benefits did. The employees were in disagreement that the salary they received influenced their commitment to the organization. In their view even on a general perspective the employees did not agree that salary had any influence on employee commitment. Majority of the employees were not sure whether the employment steadiness provided by their organization enhanced their commitment to the organization. The study also found a relationship between the rewards the employees received after a well job done. The rewards were positively influencing their commitment to the firm. Whether they were in monitory form or not.

Analysis on the third research question revealed a strong relationship between training and development and employee commitment. The study established that majority of the employees in development, when their skills were developed it influenced their commitment. The company’s keen interest in developing the abilities and management endeavor to develop them enhanced their commitment to the firm. Further, the study revealed a strong correlation between quality training programs and commitment. Another
strong relationship was that between training opportunities provided by the organization and employee commitment, with majority of the employees agreeing that it enhanced their commitment.

5.3 Discussion

5.3.1 Recruitment and Selection and Employee Commitment

Data was collected on influence recruitment and selection had on employee commitment. The researcher had questions dealing with recruitment and those on selection. From the analysis, it was found that selection based on merit was agreed as to enhance commitment. This would imply that selection based on merit positively influence commitment. For employees merit is important as it allows employee to be employed based on their abilities and skills to perform the specified job. (Kang & Shen, 2013) justify that employee skill in selection this gives confidence to the employees that the company believes in their skills and abilities resulting in quality and commitment as the employees knows the management believes in them.

The study also revealed a positive relationship between selecting a candidate for a specific role and their commitment to the organization. (Amin et al., 2014) agrees with this stating that unless suitable candidates are selected with their specific role in mind, the organization experiences problems especially high turnover and is not able to achieve its goals and objectives. According to the findings, selection process in an organization influences commitment. The process of selection occurs in stages such as interviews and tests ensuring candidates are suited for the job (Coyle-Shapiro et al., 2013). Hashim (2010) further agrees stating that selection should be based on competence. An employee is not to be selected based on their race or gender or even relationships within the company.

According to Farukh (2013), internet recruitment is vital during the entire recruitment and selection period. However according to the findings, only 9% of the employees were in agreement that internet recruitment influenced their commitment to the organization. This depicts that internet recruitment would vary depending on the embrace in technology that a company has and the culture. However, as farukh (2013) suggests, the demographics also influence internet recruitment. According to him, the higher the level of education, and age,
the recruits serves as a determinant of recruitment. In the study, the recruits with higher education level confirmed a positive relationship between internet recruitment and employee commitment agreeing with Suvankulov (2013) on the same. (Kang & Shen, 2013) further argue that majority of recruitment happen backdoor which in essence is third party referral which is carried out when organizations have vacancies. In Nene Solutions, the employees affirmed to this as majority of respondents agreed that there was a relationship between employee referral by a third party and their commitment to the organization indeed (Coyle-Shapiro et al., 2013) contend that recruitment still remain highly unsophisticated for many companies. Internal recruitment had a negative influence on employee commitment with more than half of the employees disagreeing with the fact that internal recruitment had enhanced their commitment to the organization.

Finally, the study confirmed the research done by Chuang, Liu, and Chen (2015) that internal recruitment is an advantage because of ease of control and transfer of knowledge internal recruitment had a positive relationship with employee commitment. The employees who had been internally recruited to fill up a higher or a managerial position were committed to the organization. This study was able to come with a conclusion that selection had more influence in employee commitment and recruitment factors were much lesser in their influence of employee commitment.

5.3.2 Compensation and Employee Commitment

An analysis on the second objective found that majority of the men compared to female reported career growth as important factor that enhanced their commitment. The employees reported career growth as an influencer by high percentage of respondents, to their commitment. Aladwan, Bhanugopan, and D’Netto (2015) agree with the findings of this study asserting that organization value for their employee by growing their career as a form of recognition provide a motivation and rewarding them well increase their effectiveness in the organization. Career growth is important for an individual as it forms an expectancy for them to grow in the organization hence committing to the organization. Employees who inject more effort in their work in return receive a reward and benefits which is based on expectancy theory (Aladwan et al., 2015).
According to the study, it was found that the salary the employees earned had a no relationship with their commitment to the organization. According to Shafiq, Zia-ur-Rehman, and Rashid (2013), salary is said to be of controversial factor in relation to commitment of employees. They give an example of Pakistan where highly paid employees leave employment in private organization which seem very lucrative and on the other hand low paid government employees staying till their age of retirement on a low pay. Majority of the respondents in the study disagreed that the salary they earned influenced their commitment. The respondents further disagreed to the general perspective that salary enhance employee commitment in an organization. Much as employees are highly motivated by salary and financial rewards Armstrong (2010), their commitment according to the study is not necessarily motivated by the salary. This study confirms earlier research done by Zaitouni et al. (2011) who further contend that salary is important though not efficient to keep employees committed. Further, the employees were neutral with regards to the bonus they receive. Armstrong (2009) argue that workers become demotivated and portray lateness and lack of discipline in the work place associated with lack of commitment. Armstrong (2009) contend that employee require rewards, which may include bonuses and other forms of rewards to motivate employees.

The study further found that promotion influenced commitment among the employees. According to Gathungu et al. (2015), promotion is a key influencer of affective commitment. The scholars found from their study that promotion enhanced commitment with more than half of the respondents (54%) agreeing that existence of promotion influenced their commitment. The respondents were certain that non-monetary rewards influenced their commitment to the organization. This is in line with the findings of Miceli and Mulvey (2000) where they noted that intrinsic rewards are key predictors of employee commitment. In agreement, Shafiq, Zia-ur-Rehman, and Rashid (2013) in their study, confirm that the rewards employees receive enhance their commitment as opposed to the salary they earn. Non-monetary benefits from the study proved to influence positively the commitment of employees. Non-monetary benefits which include good report from managers and peers, recognition after a successful job done, praise and appreciation, contribute significantly to employee commitment. According to Gathungu, Iravo, and Namusonge (2015) recognition is needed to motivate employees and enhance their
commitment as it contribute to a feeling of high involvement and belonging among employees.

When it comes to leaving the organization if employees were to get a better compensation offer, the employees reported that they would still stay in the organization. The employee also disagree that they take keen interest in their various roles in their job because compensation package motivates them with only 12% agreeing that this would influence them. According to Riana, and Wirasedana (2016) employee willingness to stay in the organisation is based on the motivation employees receive from the employer which may not necessary be monetary, but recognition and rewards. Consequently, compensation was seen as the least influencer of employee commitment in an organization.

5.3.3 Training, Development and Employee Commitment

The findings of the third objective found a positive relationship in that that training opportunities that an organization enhance commitment in an organization. Majority of the employees reported that their commitment had been enhanced by the training opportunities provided. Zahra et al. (2014) argue that training enable the employees to get clarity about their jobs leading to their motivation and eventual commitment.

How much training is needed is necessary in forming training sessions.it is important to know who needs training and the areas of training to be covered (Zahra et al., 2014). It was found from the study that the employees that the skills they had learnt in the organization had enhanced their commitment to it. Aladwan et al. (2015) report that in Arab countries training programmes are viewed as a waste of time and money. This was in contrary with the findings as the employees reported great improvement of skills from the trainings. Additionally, the study revealed that the colleague relationships created during training sessions influenced the commitment of employees. Peer corporation and team work enable employees in an organization to actively participate on their various roles followed by better performance and eventual commitment (Elnaga & Imran, 2013).
The employees reported a positive relationship between management support to training in the organization and its influence to their commitment. The companies that aim to gain a competitive advantage in a competitive market aim at training their employees. Managers have tried as much as they can to train and develop their employees, by coming up with effective training programs (Elnaga & Imran, 2013). In this regard, the management that comes up with effective training sessions according to the needs of the employees influence the commitment of the employees to the organization. When it comes to development of employees, the study found there was a correlation between developing of employees and employee commitment. The organizations effort to develop the skills and abilities that the employees had acquired fostered their commitment to the firm. According to Kanu (2015), employees who are developed maintain constant knowledge and experience. It further attends to the long-term development of an individual paying special attention to their career growth.

The study further found that there was a strong relationship between management’s endeavor to develop employees and commitment. When management has the interest of employees at heart, it is able to maintain a competitive edge. Development strengthen employees skills by eliminating the weaknesses they may have by continuous training (Kanu, 2015). In agreement with the same, Elnaga and Imran (2013) note that, management efforts to develop the capabilities of employees create good working environment within the firm which foster commitment in an organization.

Training need identification was also addressed in the study. It was reported that training need identification influenced the commitment of employees in addition, the opportunities to practice what the employees had learnt during training sessions further enhanced their commitment to the organization. Vinesh (2014) notes that to ensure employees are equipped there must be training which identify the needs and gaps that employees need training in and to train them. Aladwan et al. (2015) goes on to argue that training process identification is a crucial process towards commitment adding that employees need to attend appropriate training sessions to enhance themselves. In addition, Nkosi (2015) stresses on training affirming that training is enhanced through application of what is trained; arguing that extensive training practices act as a channel for realization of organizational goals.
5.4 Conclusion

5.4.1 Recruitment and Selection and Employee Commitment

It can be conclude from the study that selection of employees influence employee commitment through the process of selection, selection based on merit, internal selection and most importantly selection of employees for a specific job that they are skilled in. Additionally the study can infer that recruitment may not necessary influence commitment in an organization because the recruits are not involved in the recruitment process. Despite this, it would be important to note that referral recruitment could influence commitment as employees feel obligated to the party that introduced them to the organization, much as internet and thee time an organization takes to recruit new employees does not influence the commitment of individuals to an organization.

5.4.2 Compensation and Employee Commitment

The study concludes that compensation factors such as salary, monetary benefits, and bonuses do not necessarily influence commitment in the organization. Much as people may want a high pay when they join the company, the salary they earn may not keep them committed to the organization. Incentives as well as good remuneration do not influence the commitment of employees in the organization. However it can be concluded that Non–monetary rewards such as promotion, appreciation and praise from management out of a well done job enhance the commitment of employees.

5.4.3 Training, Development and Employee Commitment

The ultimate practice that influences commitment in an organization is training and development. The study notes that support of management to train and develop employees influence their commitment. The survey responses indicate that development of skills, training need identification and colleague relationships developed during training sessions as employees are trained in teams enhance commitment. Finally, the study concludes that the most important determinant of employee commitment is training and development. It proves important for two reasons, it positively contributes to the career progress of employees which enhance their expertise and skill which prepare them for promotions as
well as good performance. Secondly, training and development sort of strengthen job security in the form of expertise and experience.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Recruitment and Selection on Employee commitment

The Study found that as far as human resource is concerned with recruiting and selecting employees, The HR should ensure that selection of employees is purely based on merit as well as selecting employees for a specific role as the employees in the organization should not be recruited and selected to fill up just any role. The management should consider third party recruitment for the organization through an agency that will thoroughly check the background expertise to ensure that they have the right person for the right job.

5.5.1.2 Compensation and Employee Commitment

Compensation is a contributor to employee commitment. From the findings, the employees are more inclined to non-monetary forms of compensation than monetary forms. The organization should therefore expect that modest periodic promotions, rewards and appraisals will lead to highly committed employees. The organization should come up with ways of recognition for employees who have done really well annually, they could reward them by offering awards, promotion or paid for vacations for the employees.

5.5.1.3 Training, Development and Employee Commitment

As far as training and development is concerned, the study found it to be of utmost importance for the organization to conduct trainings quarterly. The findings suggest that employees could perform better and commit to the organization if the management is keen on developing the employees. The management should therefore lead as an example by having training for themselves as well as having trainings together with the employees. Outdoor trainings are also recommended as they form a team of employees with good relationships and relaxes the employees to become better in their various roles. The Human resource manager should come up with training programs as per the need of employees.
5.5.2 Recommendations for Further Studies

The study had limitations in that, the sample of the participants represented the same group of individuals in Nairobi. The group share the same work values and working conditions as well as work culture which could affect the results of the study. Further research is therefore recommended to focus on participants from different locations as well as wide range of participants with different work values and cultures. The analyzed data relates to a specific group and specific practices. Further research is therefore recommended aiming at other practices in human resource or outside human resource practices that may influence employee commitment.
REFERENCES


Brum, S. (2007). What impact does training have on employee commitment and employee turnover. In Schmidt Labour Research Centre Seminar Research Series (pp. 1-13)


APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Bornester Kimani
P.O.Box 69638-00400
Nairobi.
Email: nailepa@yahoo.com

Dear Participant,

My name is Bornester Kimani. Currently undertaking a masters in human resource management. I am conducting a study entitled Influence of Human Resource Management Practices on employee commitment, in partial fulfillment towards the award of Masters in Business Administration degree. You have randomly been chosen to participate in this study. Your participation is voluntary. Kindly take a few minutes to provide yours views and answers in the spaces provided. The study is confidential and your name will not appear anywhere in the study of findings. The study will be used to enhance employee commitment.

Sincerely,

Bornester Kimani.
APPENDIX 2: STUDY QUESTIONNAIRE

SECTION A: Demographic Information

The following information is collected for demographic purposes only and will not be used to identify the participant. The information is for comparison of data ONLY.

Please tick where appropriate:

Gender
Male □ Female □

Select your age bracket
21-25 Years □ 26-30 Years □ 31-35 Years □

Kindly select your department
Quality control □
Admin and finance □
Project management □

How many years have you worked in Nene Solutions Limited
0-2 Years □ 3-4 Years □ 5-6 Years □ 7-8 Years □ 9 Years and above □

Are you happy and satisfied working Nene Solutions Limited
Yes □ No □

On a scale of 1-5 how committed are you to this organization
1=least
2=not very
3=neutral
4=committed
5=very committed

**Please select your Level of education**
Diploma
Undergraduate degree
Masters degree
Doctorate degree

**SECTION B**
In this section, please indicate on a scale of 1 -5 your level of agreement with the following statements with regards to recruitment and selection of employees in the organization (5=strongly agree; 4=agree; 3 Neutral 2=disagree; 1=strongly disagree)

<table>
<thead>
<tr>
<th>Recruitment and selection on employee commitment in the organization</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The length of time my organization take to recruit new stuff influence my commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Internal recruitment enhance employee commitment in this organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Third party recruitment influence employee selection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. There is a relationship between external sourcing and employee commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. my commitment to this organization is because I was recruited by a third party(agency)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. My perception of the organization during selection influenced my commitment to the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5. I am committed to this organization because I was internally selected

6. There is a relationship between employee commitment and internet recruitment and selection

7. Being selected for a specific role influence my commitment in this organization.

8. There is a relationship between selecting the right candidates for a specific job, and employee commitment.

9. Employees’ selection based on merit influence employee commitment.

10. Selection process of employees in organization enhance employee commitment.

SECTION C

In this section please rate your level of agreement with the following statements about compensation in the organization on a scale of 1-5 where 5=strongly agree; 4=agree; 2=disagree; 1=strongly disagree.

<table>
<thead>
<tr>
<th>Compensation and employee commitment in the organization</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The salary I earn influence my commitment in this organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Benefit package I receive enhance my commitment to the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The promotion I receive after good job enhance my commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Compensation influences employee commitment in an organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Rewards I receive in this organization enhance my commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Career growth influence my commitment to the organization

7. Bonus is an important part of the reason I am committed to this organization

8. The way my job provides steady employment enhances my commitment to the organization
9. Non-monetary benefits influence commitment in an organization

10. I take keen interest in my job because compensation package motivates me

11. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization

12. Bonus is an important reason for employee commitment

14. Promotion influence commitment in an organisation

**SECTION D**

In this section please rate your level of agreement with the following statements about Training and development in the organization on a scale of 1-5; where 5=strongly agree; 4=agree; 2=disagree; 1=strongly disagree.

<table>
<thead>
<tr>
<th>Training and development and employee commitment in the organization</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The skills I have learnt in this organization have enhanced my commitment to it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The management support of training and development enhance employee commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Training opportunities provided by this organization enhance my commitment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. Management support of training in this organisation has influenced my commitment to it.

5. Opportunities to try out what has been learnt in the training programme enhance employee commitment

5. Colleague Relationships built during training sessions enhance employee commitment

6. My employer support to train and develop me influence my commitment to the organization

7. Conducting of quality training programs influence my commitment.

8. My organization value for training and development influence my commitment

9. The colleague relationships I have built after training influence my commitment.

10. Development of employees in this organization influence my commitment

11. There is a relationship between training needs identification and employee commitment

12. Management endeavor to develop employees influence commitment in an organization

13. The development of my skills and expertise in this organization have influenced my commitment.

14. The commitment of the organization to train employees periodically enhance employee commitment

THANK YOU